

DEPARTMENT OF DEFENSE

INDUSTRIAL COLLEGE OF THE ARMED FORCES

WASHINGTON, D.C. 20315



ICPS

Honorable William E. Colby  
Director, Central Intelligence Agency  
Washington, D. C. 20505

Dear Mr. Colby:

STAT [redacted] of your Agency has successfully completed the ten-month resident course of the Industrial College of the Armed Forces in the management of resources for national security.

STAT The course consists of an intensive graduate-level program covering both national and world interrelated military, economic, political, scientific, and social factors, including individual and group research in selected national security problem areas. It culminates in a concentrated study of management in the Department of Defense. A more detailed description of the course content, and the specific courses studied by [redacted], are given in the attached course data report.

STAT Throughout his participation in the Resident School program, [redacted] displayed a positive attitude and excellent performance. The quality of his thinking was of a high order and indicated mature judgement. His contributions to the seminar discussions were logical and were presented with clarity and conciseness. He effectively prepared himself to meet school requirements and demonstrated the ability and interest to participate productively in the small group activity which is a significant part of the College program. He took advantage of available academic opportunities and has proven his capability for increased responsibility.

STAT [redacted] was cited for his performance as the outstanding analyst on his team in a computer-assisted Management Decision Simulation. In addition, he was on the winning team in another computer-assisted simulation in Defense Management.

STAT [redacted] was commended several times by faculty advisers for his thoughtful and valuable contributions to his seminar group, and for his discussion leadership in the College Great Book program.

On file OSD release instructions apply.

Sincerely,

*J. V. Smith*  
J. V. SMITH

Vice Admiral, USN

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## COURSE CONTENT

The ten-month Resident School curriculum consists of four major programs; the Core, Foundation, Supplementary Studies/Research, and Elective Programs.

Core Program: See reverse side for description of Core Courses

Foundation:Program: 500 Series Courses (15 sessions)

53C - Management and Behavior in Organizations	
53I - Theory and Practice of Management	55I - A Survey of Economics
55O - Principles of Economic Analysis	56I - Scientific Factors in Decisionmaking
56O - Scientific Decisionmaking in Management	

Elective Program:    600 Series Courses            700 Series Courses (7 sessions)  
                                 (15 sessions)

610 - Modern Governmental Management	712 - Role of Analysis in National Security Decisionmaking
611/612 - Business-Government Relations	
630 - Concepts of Data Processing and Management Information Systems	731 - Concepts of Data Processing for Executives
631 - Survey of Data Processing and Management Information Systems	733 - Management Information Systems
636 - Behavioral Issues in the Department of Defense	741 - Aspects of Modern War
641 - Nature of Modern War	742 - International Law
643 - Concepts and Problems of Strategic Thought	743 - Modern Strategic Thought
652 - Economics of Defense in the 1970's	750 - Comparative Economic Systems
654 - Economics of Financial Management	752 - International Trade and Finance
660 - Seminar in Scientific Decision-making	767 - The Weapons Acquisition Process
661 - Defense Procurement and Contract Administration	769 - Civil-Military Relations
662 - Procurement and Contracting Management	770 - Readings in National Security
665 - Administration of Research and Development	772 - Futuristics and Long Range Planning
666/667 - Planning, Programming, Budgeting and Financial Management	
670 - Readings in National Security Management	
671 - Interdisciplinary Seminar in Management	

Supplementary Studies/Research Program: Title of Research Project

## Multinational Corporations (MNCs) and U.S. National Security

ICAF-GWU COOPERATIVE DEGREE: The Industrial College has an agreement with The George Washington University which permits students to become candidates for the Degree of Master of Science in Administration.

12 June 1973

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COKE PROGRAM

Course 410 - Environment of National Security

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A survey of some of the major issues that affect United States national security; an examination of the United States in today's environment - domestically and internationally; an overview of the heritage that has shaped the United States of today and determined its position in world affairs; and a review of the major factors that determine our national strength.

Course 420 - Foundations of National Security

A review of the processes of national policy formulation and decision-making with emphasis on the roles of the three branches of the federal government followed by a study of the basic resources (human and natural) of the world with emphasis on the United States, and an analysis of the issues and problems involved in their development, conservation and use.

Course 430 - U.S. Industry and National Security

A survey of industrial capabilities, management, and industry-government relations in the U.S. and abroad, as they affect the security interests of the United States. Modern concepts, techniques, and trends in business management are reviewed. Industrial management in the U.S. and in the overseas extension of U.S. Industry, is studied primarily at the level of the individual firm and industrial association. The management of industry abroad is studied in terms of national policies and managerial practice in large sectors of industry. The course includes a one-week program of industrial and urban field studies in the United States.

Course 440 - International Security Problems and Policies

A study of the relationship between U.S. foreign policies and commitments and the external forces which affect the security of the U.S. Current political, economic, and social problems throughout the world are examined on a regional basis with emphasis on their impact on U.S. national security.

Course 450 - National Economic Problems and Policies

A study of selected major problems of national economic policy and an analysis of their implications for national security and for the allocation of national resources. Principal current economic issues are emphasized.

Course 460 - Management in the Department of Defense

A selective study of national security management and decisionmaking, emphasizing philosophy, policies, plans, processes, and problems in the Department of Defense. The tools, techniques, and systems of management are examined as they relate to the major functional areas in the Department of Defense.

Course 470 - National Security Management in Perspective

A culminating course which enables students to consolidate and test the knowledge gained throughout the academic year. A two-phased program consisting of international field studies and auditorium presentations by prominent authorities which together allow students to examine management problems and vital issues through direct discussion with top U.S. and foreign diplomats, the military, industrialists, and leaders from various segments of society.

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## Remarks:

Please convey my appreciation to  
[redacted] for an excellent  
performance.



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